

# Housing Management Bulletin

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MANAGEMENT DIVISION  
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

March 31, 1942

## FPHA'S MANAGEMENT MANUAL

The recent appearance of FPHA's Management Manual marks important points both in the administration of public housing in the United States and in the development of housing management as a profession. After four years of the USHA-Local Authority program plus another four years of housing experimentation by its predecessors, a major sector of housing practice has been brought together, treated thoroughly and as a whole. Dated the day before the reorganization of federal housing agencies and issued in the interim period, before the appointment of Commissioner Emmerich of FPHA, it sums up management ideas and methods in a clearly defined period of public housing.

### The Division's Contribution

Although acknowledged in the letter of transmittal "To All Local Housing Authorities" by Acting Commissioner Leon Keyserling, NAHO's Management Division advised in the preparation of the Manual much more directly and comprehensively than most of the Division's members have appreciated. As a matter of fact, some of the Division's officers look upon its contributions to the Management Manual as one of its chief accomplishments during the past year.

The Division's help was formally requested by USHA officials late in May, 1941. At that time the Manual had reached what was thought to be a near-final draft and the Division's review was asked as a part of the finishing-up process. A quick review of the 800-page mimeographed draft convinced Division officials, however, that many parts of the Manual still needed considerable discussion and re-writing. A similar conclusion was reached by the officers of NAHO's Committee on Federal-Local Relations, who reviewed at the same time a draft of a companion volume on the general administrative procedures and methods of the program. Upon representation by these

NAHO officials, the deadlines for both Manuals were postponed to allow time for thorough review. To represent the Division on this job, Chairman Creighton appointed a Committee, of which he was Chairman and the members of which were Vice-Chairman Stannard and Messrs. Kervick, MacGathan, and Cox.

After preliminary study and a two-day meeting in some of Washington's most sweltering mid-summer weather, the Management Committee submitted a 20-page report. It offered general comments on the organization and scope of the Manual and also specific criticism on a considerable number of methods and practices that were advocated. Partly as a result of this report and partly from final review within its own shop, USHA decided that further work was necessary before publication.

### Further Revision

Shortly after this decision was reached, USHA's staff committee on the Manuals was reorganized when Assistant General Counsel Morris Miller, who had headed the group, left USHA for private practice. Warren J. Vinton, Chief Economist and Planning Officer, took his place. As a part of the revision, Chairman Creighton representing the Division's Committee and Philip Klutznick, Secretary of NAHO's Committee on Federal-Local Relations, spent almost a month in Washington as full-time consultants with the USHA drafting group.

Still later, when the Management Manual was almost ready for publication, Messrs. Johnson and Silverman of USHA asked Chairman Creighton and Vice-Chairman Stannard to give the draft a final checking. Two days in early February were spent on this and shortly thereafter the final MS was ready for planographing.

(Continued Col. 1, next page)



As pointed out in the foreword by Messrs. Keyserling and Johnson, the Management Manual is not presented as a definitive discussion of housing management. In the opinion of many competent managers, however, it is a useful summary that can be made the reference point for criticisms, modifications, and the development of improved practices.

#### Criticisms Welcomed

The HOUSING MANAGEMENT BULLETIN would be happy to print pointed comments, criticisms, or additions on any points included in the Manual or on any that, in the opinion of Division members, might have been added. More extended discussions might be presented in the NOTES ON MANAGEMENT PRACTICE series.

The Division's officers wish to record their wholehearted approval of the way in which Assistant Administrator Johnson and other responsible USHA officials tried to make this Manual a product of the best experience and ideas of both federal and local officials directly concerned with management. Whatever the verdict may be on specific measures advocated and whatever revisions will have to be made in the light of further experience, this first edition of the Management Manual has been received so far not only as a practical working guide but as a monument to the genuine cooperation between local and federal officials.

#### THE MASTHEAD

The young lady hard at work on a tenant maintenance assignment lives at Tasker Homes in Philadelphia, a 1000-unit, USHA-aided project. She was photographed for the last report of the Philadelphia Housing Authority, Building Homes in Philadelphia, which includes many management details of the Authority's program.

## MORE THAN SHELTER

By

John W. Beard, Chief, Management Division

Housing Authority of the City and County of San Francisco

It has always been the policy of this Authority to call upon regular city agencies for the provision of those facilities necessary to offer "more than shelter" to housing project tenants. Our efforts in this connection have produced some unusual arrangements at our largest development --Sunnydale, 772 units.

**Health**—The San Francisco Health Department has agreed to staff and maintain a health center in a wing of the Administration Building to provide prenatal and well-baby care, preventive medicine services, dental examinations, and diagnostic advice. The San Francisco Visiting Nurse Association will also maintain a district office in these quarters.

**Recreation**— The San Francisco Recreation Department has appointed a full-time recreation director at Sunnydale who has taken charge of many tenant activities associated with craft rooms and the social hall. The San Francisco Park Department has agreed to develop and maintain a playground in McLaren Park, adjoining Sunnydale. The playground equipment was purchased by the Authority for the use of tenants and neighbors and will be cared for by the park. The Park Department has also planted borders of trees about the development and has permitted the use of park lands for tenant gardens.

**Nursery School**— The Golden Gate Kindergarten Association, a member of the San Francisco Community Chest, staffed and is operating a progressive nursery school located in the Administration Building and, under specialized instructors, is actively sponsoring a program of parent education whereby mothers and fathers are participating in the operation of the nursery program.

**Housing Evacuees**— When a request was received from military officers asking that furnished units be made available for war evacuees from overseas, the Authority secured a grant of \$1000 from the Columbia Foundation. Through these funds a number of homes were furnished and quickly occupied by such families. As these families secure furniture, they move to an unfurnished home, making the furnished units available to other evacuees.

**Other Special Assistance**— The Rosenberg Foundation of San Francisco, a philanthropic fund, granted \$5000 a year for three years to the Golden Gate Kindergarten Association to enable it to continue a fully-staff nursery program for Sunnydale.---Also, when it became evident that the Health Department would be unable to take occupancy of the Health Center until July of this year because of budgetary problems, the Foundation made the Authority a grant sufficient to pay maintenance charges for the Center until the end of the current fiscal year.

The San Francisco Housing and Planning Association has been particularly helpful in many ways: selecting furniture for the project's model home; assisting evacuees by making



curtains for the furnished units and supplying them many small items for household use.

The WPA has contributed in many valuable ways: a drainage ditch surrounding the development was constructed by a WPA Project; the Craft Project is supplying draperies, furnishings, looms, nursery school equipment, chairs, etc.; the Art Project has contributed many fine paintings, wood carvings, tapestries, and is currently engaged in making five terrazzo animal statuettes for the court yard of the nursery school.

### THE DIVISION'S PROGRAM

In a full two-day meeting on February 4 and 5, 1942, the Division's Executive Council reviewed the present program in executive session and in joint meetings with Messrs. Johnson, Silverman, and Bailey of USHA's Management Division and with Messrs. Reeder and Mykland of the Management Division of FWA. It was generally agreed that although the Division had substantial accomplishments to its credit, its efforts had been spread too thin. This weakness had been accentuated by demands made on staff and committee time by war housing jobs and problems. Now that the Association would be without a full-time field consultant (a position that had been combined with the Assistant Secretaryship to the Management Division ever since its organization), fairly drastic trimming and consolidating of Division activities were in order.

#### Three Committees to Be Active

Three committees were selected for emphasis in the immediate future. Two of these, the Committee on Training and the Committee on Management Aspects of the War Housing Program, were already in existence. In addition, a resolution was unanimously adopted requesting President Weinfeld to appoint a subcommittee of NAHO's Board of Governors to meet with a similar group from the Executive Council on the questions of the use to be made of surplus income from local authority projects during the war period.

Since the Executive Council meeting the Joint Committee has been established. Its members from the Board of Governors are Messrs. Bohn, Ihlder, and Nicholson and from the Executive Council, Messrs. Creighton, Kervick, and Raferty. Specific recommendations were drafted at a meeting in Washington last week for discussion with FPFA Commissioner Emmerich.

The Committee on Training met in New Haven at the time of the New England Regional Conference. The Committee on Management Aspects of the War Housing Program held a two-day meeting in Washington last week immediately after the Joint Committee had met.

The Executive Council had scheduled another two-day meeting in Washington for April 9 and 10 primarily to review with FPFA regional management men ways and means of advancing the apprenticeship training program. Uncertainties caused by the reorganization that set up FPFA and the appointment of Herbert Emmerich as Commissioner have forced a postponement of this discussion. Present plans call for it to be held on May 10 in Baltimore just before the opening of the Division's Third Annual Meeting.

### WE PRESENT...



**EXECUTIVE  
COUNCILMAN  
C. F.  
SHARPE**

*(Fourth in a series of Executive Council biographical sketches.)*

Mr. Sharpe, who retired in April, 1941, as the Division's 1940-1 Chairman and who in 1940 was Acting Chairman of the old unofficial Managers' Division following the resignation of Raymond A. Voigt, came into housing via public administration. Born in Rock Stream (New York) and educated in the public schools of Syracuse and as an undergraduate and graduate student in public administration at the University there, he has progressed since 1928 from Executive Assistant to Cincinnati's City Manager - to City Manager of St. Petersburg - to Assistant Director of the American Municipal Association and the United States Conference of Mayors - to his first housing contact--a special research project for the Farm Security Administration in connection with its three Greenbelt towns. Later (in 1936) he was appointed Community Manager of Greenhills (Ohio). He has continued at Greenhills to date, although presently he is in Washington on leave as Special Assistant on defense housing to Major John O. Walker, Assistant Administrator of FSA.

Of management, Mr. Sharpe says: "It has been interesting to me to find out that much that is accepted as general practice today has evolved from discussions in NAHO and the Management Division . . . Management will more and more find itself in the position of formulating future policies with regard to public housing."



## SOAP MAKING

► Members of the bi-weekly cooking classes at Mulford Gardens (Yonkers, New York) are urged to save all fat and grease drippings for use in special soap-making courses.

## POSTERS

► Posters depicting ways and means of keeping project halls, laundries, and public places clean through tenant cooperation have been secured for Mulford Gardens under a joint enterprise with the City Board of Education, students of two junior high schools, and the local housing authority.

## HANDLING GRASS CUTTINGS

► Ray Y. Copelin, Projects Manager of the Housing Authority of the County of Los Angeles, submits the following idea for projects with large grass areas: "We purchased two running wheels and a guiding wheel and mounted them to a box about 6 feet long by 3 feet wide by 3 feet deep and then, rigged the whole thing up so that it could be attached to our power lawn mower. The power mower pulls the box to any part of the project and at the end of the day the grass cuttings can all be disposed of at one time. It is quite a handy little gadget. The box was made during off days in rainy weather at a total cost of \$12."

## SAVING WASTE PAPER

► The 23,000 families living in New York City's 11 public housing projects have been saving and selling waste paper since early in December, the proceeds going to a project fund to be used either for community activities, for purchase of defense supplies, or for various group needs at the different projects. The waste paper is collected from the individual tenants each morning at the door by the porters as they make their cleaning rounds and then stored in central lo-

## HINTS TO THE HOUSING MANAGER

cations. Once a week the paper is packed and sold to the highest bidder, who calls for it with a truck. The first week of collection at Williamsburg Houses (1622 units) netted more than two tons of paper.

## COMMUNITY WAR GARDEN

► In Memphis the local authority, the Dixie Homes (633 units) Tenants' Association and Garden Club, and individual project tenants are cooperating in the development of a 2-½ acre community war garden. As its part of the enterprise, the Authority has arranged for ploughing up and fertilizing the tract of land to be used. The Tenants' Association and the Garden Club are then to take over supervision of individual garden plots--allotting space to eligible tenants, recommending lists of vegetables to be grown, and encouraging the wise management of the gardens so that they may qualify for entrance in a city war garden contest. The tenants' responsibility is to plant, cultivate, and harvest the gardens. The land to be used was formerly an auxiliary project playground. The Authority claims that the cost of preparing it for a garden is no greater than the cost of maintaining it as a playground and further states that "we will just be exchanging grass for vegetables, food-stuffs which will be vital to our home defense."

## TRAINING COURSE

► At Merrimack Park (500 units) in Norfolk (Virginia) a three-day training course was held this month for volunteer leaders in all types of community work at the project, instructions including such items as Quiet Games, Active Games, How to Encourage Cooperation, etc.

## NEWSPAPER COOPERATION

► A weekly Pittsburgh paper, with a general circulation, runs a regular "Terrace Village Page" in each issue, featuring

two columns of news items written by Terrace Village (2653 units) tenants. The paper is reported as being highly pleased with the result of the Page--a material increase in its circulation among project tenants. Last September the BULLETIN reported a similarly successful arrangement in Los Angeles County.

## SNOW SHOVEL LOANS

► At Parkdale (156 units) in Great Falls (Montana) the management this winter had considerable difficulty in checking out snow shovels for tenant use. It was found necessary to discontinue allowing grade school children to take them because they used them for play purposes and were late in returning them. The best arrangement was found to be charging out one snow shovel to one tenant for a group of 10 or 12 for use throughout the season.

## ADOLESCENT PROBLEMS

► The Recreational Council at Jane Addams Houses (1027 units) in Chicago has recently been conducting a series of lectures on adolescent problems through the cooperation of the Association for Family Living. Manager Charles C. Weinz reports that the lectures usually develop into open forums where tenants discuss particular problems and receive help from expert lecturers.

## MAKING OWN FURNITURE

► In a craft room furnished by the management, with an instructor from a neighborhood settlement house, with a city housing and planning association helping to furnish raw materials, and with the local authority supplying tools, many families at Potrero Terrace (469 units) in San Francisco are moving into the project with only a basic minimum of furniture and then are making the remainder themselves by utilizing the facilities noted above.



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SUPPLEMENT  
to the  
HOUSING MANAGEMENT BULLETIN

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## ECONOMY IN REFRIGERATOR USE

Project newspapers and other materials coming to the Management Division's office show many managers' increasing concern with economical use of electric refrigerators. The rules and suggestions distributed to tenants in Jane Addams Houses in Chicago (Charles C. Weinz, Manager) may be of practical use to other managers. The project newspaper was used at Jane Addams Houses for the distribution of the rules. They were accompanied by a statement that an agency of the federal government has estimated that about 18 million refrigerators are in use throughout the country, absorbing about one-fifth of the nation's electric power, and that, since power is an essential in war production industries, tenants might contribute to the war program and also affect savings in project utilities by observing the following ten practical rules on refrigerator use and care.

- 1 - Open your ice box door only when you have to. Every time the door is opened the heavy air spills out to the floor and the lighter warm air takes its place in the box and needs more electricity to chill it again. Before meals, take out at one time everything you are going to use from the ice box. When you have finished, put everything back into the box at one time. In that way the cold air will have only two chances to leak out--not several.
- 2 - Don't put hot things in the refrigerator. When left-over food is to be saved do not put it into the ice box immediately. Let it cool off in the kitchen or pantry first. The warmer the food and dishes are, the more electricity that is needed to chill them.
- 3 - Do not try to chill too fast or too much. The knob that controls the coldness of your ice box should never be turned on full force except when freezing desserts or when ice itself is needed in a hurry. Foods keep better when an even, moderate cool temperature is used. When you take ice from the trays be sure to refill them at once and put them back into the freezing unit. Then, you seldom will need to freeze ice in a hurry. If more ice than is needed at once is taken from the trays, put the extra ice in a bowl and place it back into the box. This will save ice and help keep the box cool. Keep a bottle of water in the box instead of making ice water. Chilled water is better for the stomach than ice water.
- 4 - Turn control knob to lowest point if you leave home for two or three days. When you know that the ice box door will not be opened for two or three days, your refrigerator will keep cool enough even when using the smallest possible amount of electricity. If you are going away for a longer time, shut off the ice box electricity. Be sure to leave the ice box door open if the electricity is shut off entirely to keep bad smells from forming inside the box.
- 5 - When to defrost. No freezing unit can work best if it is covered with frost or ice. When the frost is one-quarter of an inch thick on your freezing unit--the part in the top of the box where the ice is made--it is time to defrost. If you do not defrost, the machine will have to work harder and longer than it should and then it will waste much electricity.



[https://archive.org/details/housing-management-bulletin\\_1942-03-31\\_5\\_2](https://archive.org/details/housing-management-bulletin_1942-03-31_5_2)



- 6 - Keep all parts of the refrigerator clean. Wash inside the box often but do not forget to clean the coils or small metal pipes that lead from the motor to the box. Those coils are on the outside of the box as well as on the inside. The outside coils get covered with dust which keeps them hot. The dust should be wiped or brushed off every time it forms or the machine will use more electricity than it should. At the time of defrosting be sure to wipe dry all parts of the ice unit--inside as well as outside.
- 7 - Check the motor. If the machine, or motor, runs more often or longer, than it did when new it is time to have someone who knows examine it. Of course the machine will run oftener and longer unless you defrost it when you should, but if after defrosting, it seems to run more than it should, it is time to find out why.
- 8 - Keep your box just cool enough. The right amount of chill for your ice box is from 40 to 45 degrees in the part where milk is kept. Some boxes have controls which show where the knob should be set to keep that temperature. If yours has not got such a control, it will pay to buy a refrigerator thermometer at the 10-cent store and test your box for yourself. If the thermometer shows less than 40 degrees in the milk compartment, your box is too cold and is using too much electricity. If it shows more than 45 degrees it is too warm in the box.
- 9 - Don't use your ice box for a pantry. If your box is too crowded with food cans and packages it will keep air from flowing freely and use too much electricity. You spend electricity to chill each thing you put inside the box. Cut off tops of vegetables such as beets and carrots before putting them in the box. Be sure to remove all paper wrappings and bags. Put leftover foods into smallest possible dishes and remember that it takes electricity to cool dishes and pans. Never keep canned food in the ice box unless you want them chilled for immediate serving. It is not necessary to keep all fruits in the ice box. Bananas unless almost too ripe, should never be chilled. Oranges may be chilled overnight for breakfast, but extra ones should be left out of the box. Never put liquids or moist foods in the box. Cold air draws moisture from damp foods and forms frost on the ice unit too fast. That frost will not let the ice unit freeze as it should without using more electricity.
- 10 - See that the outside door, hinges, and latch keep in good condition. The rubber strip around the edges of the door keep outside air from going into the box. Look at it now and then, test it to see that it is closing tight. Put a slip of paper over the edge of the rubber in several places around the door, closing the door each time. If the paper can be pulled out easily at any place, it is proof that warm air is getting into your box. The catch that holds the door tightly closed must not be loose and the hinges should not be bent - and if they should work loose, they must be tightened.



